Demonstration of Sufficient Progress Process and Instructions

Overview of Demonstration of Sufficient Progress Process

The Demonstration of Sufficient Progress is a process for the Charter Holder to report on, and the Board to evaluate, the of its assigned Performance Management Plan (PMP) and other improvement efforts, and its success in improving the academic performance of the schools it operates. The process includes the submission of the Demonstration of Sufficient Progress (DSP) Report by the Charter Holder, an evaluation of the DSP Report by the Board, and, if required, a desk audit or site visit. A final evaluation is made available to each Charter Holder at the conclusion of the process.

The Board's Demonstration of Sufficient Progress process focuses on the success of the Charter Holder's continuous improvement plan[1] in improving academic performance and evidence of the implementation of looping systems in five areas: Data, Curriculum, Assessment, Monitoring Instruction, and Professional Development, which are essential elements for improving a school's academic performance. Specifically, the Board looks for evidence that the Charter Holder has effectively improved the school's academic performance through implementation of systems that support **data** driven decision making, utilizing – among other data – **assessments** of student academic performance, to ensure the school has effective **curriculum** and **instruction** and to develop the quality of instruction through effective **professional development**.[2]

As part of the Demonstration of Sufficient Progress Report, the Charter Holder must provide graphs, tables or data charts and analysis generated from valid and reliable assessment sources that demonstrate with specificity, comparative *improvement* year-over-year for at least the two most recent school years for each measure rated "No Rating", "Does Not Meet Standard" or Falls Far Below Standard" on either of the Charter Holder's two most recent Academic Dashboards.

In its determination of whether a Charter Holder demonstrates sufficient progress toward the Board's academic performance expectations through the Demonstration of Sufficient Progress process, the Board will consider evidence of implementation of a continuous improvement plan that addresses all required elements and evidence of success in improving pupil achievement at the school wide level as compared to prior years. The evaluation criteria for a Demonstration of Sufficient Progress are provided in the Board's Academic Performance Framework and Guidance document (Appendix E).

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[1] The Board's use of the phrase "continuous improvement plan" is intended to express the expectation that Charter Holders assigned a PMP will develop and continuously implement looping systems to evaluate, and as necessary improve, the success of their schools' academic program. The Board will monitor implementation in accordance with the Academic Intervention Schedule and Policy Statement.

[2] If the Charter Holder receives a rating of "Does Not Meet", "Falls Far Below", or "No Rating" for the Graduation or Persistence measures in either of the past two years, the Charter Holder must also address Graduation or Academic Persistence areas in the Demonstration of Sufficient Progress Report.

A Charter Holder that fails to demonstrate sufficient progress through the Demonstration of Sufficient Progress process may be brought before the Board for consideration. A Charter Holder's failure to disclose all required information in the Demonstration of Sufficient Progress process will be considered by the Board in making its determination. The Board may refuse to accept additional information.

This document contains the following sections:

I. Location of Relevant Documents

The Demonstration of Sufficient Progress Report must be prepared using the DSP Report Template. The DSP Report Template can be located on the Board's website or in the help files on ASBCS Online.

To locate the DSP Report Template on the Board's website:
1. Go to the Arizona State Board for Charter Schools website (www.asbcs.az.gov)
2. Locate the "For Charter School Operators" section in the middle of the page.
3. Select the "Performance Expectations & Reviews" link.
4. Select the "Academic Interventions" tab.
5. Scroll down to the "Demonstration of Sufficient Progress" section.
6. Locate and download the "DSP Report Template".

To locate the DSP Report Template on ASBCS Online:
1. Go to ASBCS Online (http://online.asbcs.az.gov).
2. Log in using the user name and password of the Charter Representative.
   • If you do not remember your password, locate the "Forgot Password" icon on the log in page and click it to reset your password. You will receive an email from the ASBCS System Administrator (charterschoolboard@asbcs.az.gov) with instructions.
3. Locate the "Help" section of the Dashboard.
4. Select "Online Help".
5. Locate and download the "DSP Report Template".

Online technical assistance for the DSP Report is also available. To locate the DSP Online Technical Assistance presentations on the Board's website:
1. Go to the Arizona State Board for Charter Schools website (www.asbcs.az.gov)
2. Locate the "For Charter School Operators" section in the middle of the page.
3. Select the "Performance Expectations & Reviews" link.
4. Select the "Academic Interventions" tab.

5. Scroll down to the "Demonstration of Sufficient Progress" section.
6. Locate and click the link for the DSP Online Technical Assistance presentation you wish to view.

II. Components of the DSP

1. **DSP Report:** The Charter Holder must complete a DSP Report, which requires responses in the areas of Data, Curriculum, Assessment, Monitoring Instruction, Professional Development, Graduation Rate (if applicable), and Academic Persistence (if applicable). The DSP Report must be completed using the template available on the Board's website and in the Help files on ASBCS Online (see Location of Relevant Documents for further instructions on how to access the template). The DSP Report must include the following:

   - Detailed Response: A comprehensive description that answers each question within the template addressing the areas of Data, Curriculum, Monitoring Instruction, Assessment, Professional Development, Graduation Rate (if applicable), and Academic Persistence (if applicable).
   - Evidence List: A list of documents aligned to each answer that the Charter Holder can provide as evidence of implementation of processes described in the Charter Holder's answer. Board staff may request copies of documents for a desk audit or may require the Charter Holder to present the documents at a site visit.
   - Data: Graphs, tables or data charts that demonstrate, with specificity, improved academic performance based on comparative (year-over-year) data generated from valid and reliable sources. Data must be provided for all measures that received a rating of "Does Not Meet", "Falls Far Below", or "No Rating" on the Charter Holder's Academic Dashboard for either of the two most recent years. Charter Holders are not required to provide data for the Composite School Comparison measures or for the State Accountability measure.
   - See DSP Report Instructions for further directions on preparation and submission.

2. **DSP Report Evaluation**: Board staff will evaluate the DSP Report submitted by the Charter Holder using the evaluation criteria provided in the Board's Academic Performance Framework and Guidance document (Appendix E). The evaluation will include:

   - Identification of whether responses in the report submitted by the Charter Holder are sufficient or insufficient.
   - An indication of whether documents listed in the report submitted by the Charter Holder are sufficient or insufficient evidence of implementation of the processes described.
   - An indication of whether additional steps are required (desk audit or site visit).
   - If a desk audit is required, identification of documents that the Charter Holder is required to provide. See Evaluation of the DSP Report for further information.

3. **Desk Audit** *(will not be conducted for all Charter Holders)*: Following the submission of the DSP Report, Board staff may conduct a desk audit of the documents identified by the Charter Holder to determine whether the Charter Holder can demonstrate it is making sufficient progress toward meeting the Board's academic performance expectations. The Charter Holder will be notified of whether or not a desk audit will be conducted in the DSP Report Evaluation. See Desk Audit Instructions for further information.

4. **Site Visit** *(will not be conducted for all Charter Holders)*: Following the submission of the DSP Report, Board staff may conduct a site visit to determine whether the Charter Holder can demonstrate it is making sufficient progress toward meeting the Board's academic performance expectations. The Charter Holder will be notified of whether or not a site visit will be conducted in the DSP Report Evaluation. See Site Visit Instructions for further information.

5. **Evaluation upon Completion of Desk Audit or Site Visit:** Following the completion of a desk audit or site visit, Board staff will evaluate the responses and documentation provided by the Charter Holder using the evaluation criteria in the Board's Academic Performance Framework and Guidance document (Appendix E). See Final Report for further information.

III. DSP Report Instructions

Preparation Instructions

1. View the DSP Online Technical Assistance presentations for technical assistance on the DSP process.

2. Familiarize yourself with the evaluation criteria listed in the Board's Academic Performance Framework and Guidance document (Appendix E) in order to understand the criteria by which the DSP Report will be evaluated.

3. Review the instructions provided in Location of Relevant Documents to determine how to access the DSP Report Template. Download the document.

4. Understand the data that is used to evaluate schools in each of the measures and that the Charter Holder will be required to report on. Read the descriptions of each of the measures for each of the indicators (Growth, Proficiency, and Post-Secondary Readiness). Descriptions are located in the Board's Academic Performance Framework and Guidance.

5. Understand how the school(s) operated by the Charter Holder performed. Review the Academic Dashboards for all schools operated by the Charter Holder to determine what data will be required in the DSP Report. The Charter Holder must provide comparative data for all measures that do not meet the Board's academic standards for either of the most recent two years. Charter Holders are not required to provide data for the Composite School Comparison measures or for the State Accountability measure.

6. Prepare graphs, tables, or data charts to include in the template that address all measures that do not meet the Board's academic standards for either of the two most recent years. The Charter Holder must provide comparative year-over-year data and analysis generated from valid and reliable assessment sources that demonstrates and evaluates the change in academic performance for all required measures for at least the two most recent school years. The Charter Holder must provide data for each school operated by the Charter Holder that does not meet the Board's academic expectations and must:

- clearly label all data to demonstrate which measure(s) it addresses,
- provide data generated from valid and reliable assessment sources,
- limit all data to no more than one page per measure per content per school, and
- redact all student identifiable information.

7. Prepare information to include in the response to each question in the DSP Report Template, along with a list of documents that will serve as evidence of implementation. Charter Holders must answer all questions listed in the DSP Report Template, except for questions that apply to subgroups for which the school received a rating of Meets or Exceeds on the past two Academic Dashboards.

8. Complete the template for all areas of Data, Curriculum, Monitoring Instruction, Assessment, Professional Development, Graduation Rate (if applicable) and Academic Persistence (if applicable). An example of a data chart and an example of a response are provided below.

9. If required, prepare a Financial Performance Response.

10. Save the DSP Report Template according to the following naming conventions:
    - <CHARTER HOLDER NAME>_DSP Report_Academic Performance Required Information
    - <CHARTER HOLDER NAME>_DSP Report_Financial Performance Response (if required)

Example data submission for measure 2a – Math:
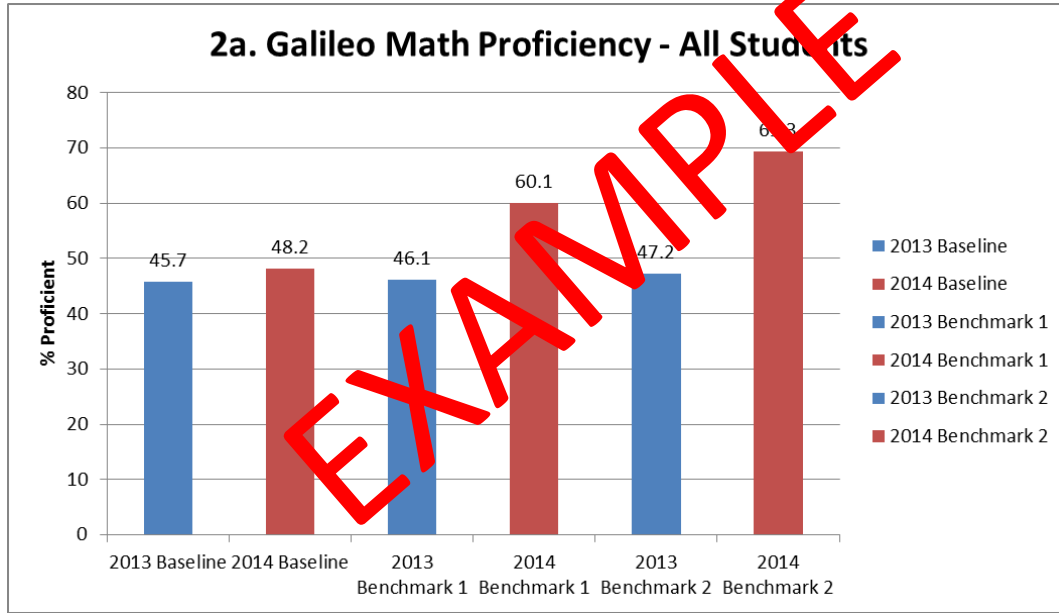
Example question and response from DSP Report Template:

1. What is the Charter Holder's process for evaluating curriculum? How does the Charter Holder evaluate how effectively the curriculum enables students to meet the standards?	
Answer (suggested word limit: 400 words): I. At the end of every month teachers evaluate curriculum using a Curriculum Evaluation Form and Rubric. The Evaluation Form and Rubric contain the following elements: • Alignment to ACCR Standards • Rigor of curricular materials • Sufficient content and supplemental materials • Differentiation for ELL students • Differentiation for FRL students • Differentiation for students with disabilities • Differentiation for non-proficient students Each element within the evaluation form is evaluated on the following rubric categories: • Not Sufficient (0) • Partially Sufficient (5) • Fully Sufficient (10) Teachers submit their forms by email to the Curriculum Committee by close of business on each due date. II – IV. At the beginning of every month, the Curriculum Committee meets to compile and analyze data gathered from completed Curriculum Evaluation Forms. Data is aggregated by each component of the curriculum according to rubric scores from individual teacher Curriculum Evaluation Forms. The Committee compiles the following using a Curriculum Analysis Sheet: • Any component of the curriculum identified as not sufficiently or partially aligned to ACCR Standards • Any component of the curriculum identified as not sufficiently or partially meeting the appropriate rigor level • Any component of the curriculum identified as not sufficiently or partially containing sufficient content and supplemental materials • Any component of the curriculum identified as not sufficiently or partially containing appropriate differentiation for all subgroups V. For any components of the curriculum in the above category, the Committee creates a list of action steps to be taken with Board approval. The Committee compiles action steps in an action step list.	What documents serve as evidence of implementation of this process? List documents below: I. Completed monthly Curriculum Evaluation Forms for all teachers II. Curriculum Committee meeting agendas (for all monthly meetings) that include topics, attendees, dates, and times III. Curriculum Committee meeting minutes (for all meetings) that summarize action steps as well as curricular resources in each category of action IV. Completed Curriculum Analysis Sheets for all meetings V. Completed Curriculum Committee action step lists for all meetings

Submission Instructions

The following submission instructions must be utilized if the Charter Holder was assigned a DSP due to **annual monitoring or an interval review**.[3]

1. Log in to your ASBCS online account using the Charter Representative's user name (email address) and password. http://online.asbcs.az.gov/
   o If you do not remember your password, locate the "Forgot Password" icon on the log in page and click it to reset your password. You will receive an email from the ASBCS System Administrator (charterschoolboard@asbcs.az.gov) with instructions.

2. Once logged into the system, you will be taken to the Dashboard.

3. On the Dashboard, choose the Charter Holder's section or tab and click on Charter Holder Name.

4. On the gray toolbar above the words Dashboard, place the cursor over the words Charter Holder.

5. Select "Uploads" from the drop down menu. The Upload Documents section will contain one of three upload links. The link will be named "Academic Interval Review Documents" if the DSP was assigned as part of the five-year interval review of the Charter Holder. The link will be named "Academic Required Information" if the DSP was assigned due to annual monitoring of the charter.

6. Click on this link and upload your DSP Report Template by selecting Add a New Document. The Browse box will open and allow you to locate the DSP Report Template.

7. Select the "Upload" button to complete the upload process.

8. Repeat steps 1 – 7 to upload a Financial Performance Response, if required.

9. Upload only the required documents. The Charter Holder must upload only the DSP Report Template and a Financial Performance Response, if required. Additional documents will not be reviewed.

IV. Evaluation of the DSP Report

Board staff will utilize the evaluation criteria listed in the Board's Academic Performance Framework and Guidance document (Appendix E) to evaluate information and documentation submitted by the Charter Holder in the DSP Report. The Charter Holder will be notified of any additional required

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[3] If the Charter Holder was assigned a DSP for **renewal purposes**, the DSP must be submitted with the renewal package according to the renewal instructions. If the Charter Holder is required to complete the DSP process for certain **amendments and notifications** as identified in the Academic Performance Framework and Guidance document, the DSP must be submitted with the amendment or notification request.

actions, such as a desk audit or site visit. If a desk audit or site visit is not required, this evaluation is the Final Report.

V. Desk Audit Instructions

Board staff may conduct a desk audit of the documents identified by the Charter Holder to determine whether the Charter Holder can demonstrate it is making sufficient progress toward meeting the Board's academic performance expectations. The desk audit will focus on the documents identified by the Charter Holder in the DSP Report in each of the areas of Curriculum, Monitoring Instruction, Professional Development, Assessment, Data, Graduation Rate (if applicable), and Academic Persistence (if applicable). Board staff will evaluate the documents submitted by the Charter Holder in the areas of Curriculum, as outlined in the evaluation criteria in Appendix E of the Board's Academic Performance Framework and Guidance.

Preparation and Submission Directions

1. The Charter Holder must review the Evaluation of the DSP Report to determine whether answers and documents were sufficient or insufficient in the DSP Report, and which documents are requested for review by Board staff.
2. The Charter Holder must prepare electronic copies of all required documents for Board staff. The Charter Holder may provide additional documents not listed in the DSP Report for any questions evaluated as insufficient in the DSP Report. The Charter Holder must also submit an explanation of the submitted documents. The explanation must describe how the documents serve as evidence of the described processes.
   a. All documents must be organized in electronic folders in order of the questions listed in the DSP Report and must be saved to either a flash drive or a CD.
   b. Folders must be created for each area of Curriculum, Monitoring Instruction, Professional Development, Assessment, Data, Graduation Rate (if applicable), and Academic Persistence (if applicable).
   c. Sub folders must be created for each question within that area, and documents must be placed in the appropriate subfolder. Documents may be placed in more than one subfolder.
   d. Folders must adhere to the following naming conventions:
      i. Curriculum_<NAME OF CHARTER>
         1. Question 1_Documentation
            a. Question 1_Document Explanation Sheet
            b. <DOCUMENT 1 NAME>
            c. <DOCUMENT 2 NAME>
            d. Add documents
         2. Question 2_Documentation
            a. Question 2_Document Explanation Sheet

    b. <DOCUMENT 1 NAME>
    c. <DOCUMENT 2 NAME>
    d. Add documents
   3. Add sub folders for all questions in the section.
  ii. Monitoring Instruction_<NAME OF CHARTER>
   1. Question 1_Documentation
    a. Question 1_Document Explanation Sheet
    b. <DOCUMENT 1 NAME>
    c. <DOCUMENT 2 NAME>
    d. Add documents
   2. Question 2_Documentation
    a. Question 2_Document Explanation Sheet
    b. <DOCUMENT 1 NAME>
    c. <DOCUMENT 2 NAME>
    d. Add documents
   3. Add sub folders for all questions in the section.
  iii. Add main folders for all areas.
 e. If listed in the DSP Report, documents must be saved under the same name as the listed one.
 f. Include only files of the following file types: .doc, .docx, .xls, .xlsx, .pdf.
 g. Scanned documents must be no less than 100% of the original size.
 h. The Charter Holder must redact all student identifiable information.
3. The Charter Holder must submit all required documentation to Board staff on a flash drive or CD through hand delivery or mail in a protected package (i.e. bubble wrapped) by the required date. The Charter Holder must also retain a copy of the flash drive or CD. The flash drive or CD used for submission must be clearly labeled with the Charter Holder name, both physically (Charter Holder name written on or attached to the outside of the flash drive or CD) and electronically (rename the flash drive or CD with the name of the Charter Holder using the computer operating system). The Charter Holder must submit all required documentation by the date included in the notification letter.

 a. Mail:

   Arizona State Board for Charter Schools
   Attn: <address the package to the individual who assigned the audit>
   1616 West Adams Street, Suite 170
   Phoenix, AZ 85007

 b. Hand Delivery:

  Address:

   1616 West Adams Street, Suite 170
   Phoenix, AZ 85007

  Hours: between 8am and 5pm | Monday through Friday

VI. Site Visit Instructions

Board staff may conduct a site visit to determine whether the Charter Holder can demonstrate it is making sufficient progress toward meeting the Board's academic performance expectations. At the site visit, the Charter Holder will be responsible for presenting documentation of all processes aligned to the questions in the DSP Report. The site visit must focus on the guiding questions from the DSP Report and the documentation that supports any described processes. Board staff will evaluate the Charter Holder in the areas of Curriculum, as outlined in the evaluation criteria in Appendix E of the Board's Academic Performance Framework and Guidance.

Preparation and Submission Instructions

1. The Charter Holder must prepare all documents listed in the DSP Report and any additional documents that serve as evidence of implementation of processes described in the DSP Report in response to the guiding questions. **Documents must be available electronically for review at the site visit.** In addition, all documents must be organized in electronic folders in order of the questions listed in the DSP Report and must be saved to a flash drive or CD for transfer to Board staff at the site visit.

    a. Folders must be created for each area of Curriculum, Monitoring Instruction, Professional Development, Assessment, Data, Increasing Graduation Rate (if applicable), and Academic Persistence (if applicable).

    b. Sub folders must be created for all questions within that section, and documents should be placed in the appropriate subfolder.

    c. Folders should adhere to the following conventions:
        i. Curriculum_<NAME OF CHARTER>
            1. Question 1_Documentation
            2. Question 2_Documentation
            3. Add sub folders for all questions in the section.
        ii. Monitoring Instruction_<NAME OF CHARTER>
            1. Question 1_Documentation
            2. Question 2_Documentation
            3. Add sub folders for all questions in the section.
        iii. Add main folders for all areas.

    d. Include only files of the following file types: .doc, .docx, .xls, .xlsx, .pdf.

    e. Scanned documents must be no less than 100% of the original size.

    f. The Charter Holder must redact all student identifiable information and must label students consistently in all tables, graphs and charts. For example, 'Student A' must refer to the same student every time the title is utilized.

    g. The flash drive or CD used for submission must be clearly labeled with the Charter Holder name, both physically (Charter Holder name written on or attached to the outside of the flash drive or CD) and electronically (rename the flash drive or CD with the name of the Charter Holder using the computer operating system). The Charter Holder must retain a copy of the flash drive or CD.

2. The Charter Holder will have a total of six and a half hours, including lunch, to present all evidence at the site visit.

3. Following introductions, the Charter Holder will present a description and evidence of processes for each guiding question in the DSP Report. The focus of each question must remain on the evidence of implementation (i.e. documentation) and the Charter Holder should have all documents available electronically for review.

Suggested Agenda
The following is a suggested agenda for the site visit. The Charter Holder may change the order of topics as necessary, but must provide documentation for all questions within the allotted time limits for each agenda item. The Charter Holder must be prepared to guide staff through the DSP Report questions and all relevant evidence of implementation of processes and the site visit must allow Board staff the opportunity to review and evaluate documentation as well as ask questions.

Minutes	Agenda Item
30	Introductions and overview of agenda
90	Curriculum • 10 minutes – Presentation • 40 minutes – Document review • 40 minutes - Questions
60	Monitoring Instruction • 10 minutes – Presentation • 30 minutes – Document review • 20 minutes - Questions
60	Professional Development • 10 minutes – Presentation • 30 minutes – Document review • 20 minutes - Questions
30	Lunch
45	Assessment • 7 minutes – Presentation • 25 minutes – Document review • 13 minutes - Questions
20	Graduation Rate (if applicable) • 3 minutes – Presentation • 12 minutes – Document review • 5 minutes - Questions
20	Academic Persistence (if applicable) • 3 minutes – Presentation • 12 minutes – Document review • 5 minutes - Questions
35	Data • 7 minutes – Presentation • 15 minutes – Document review • 13 minutes - Questions

VII. Final Report

Board staff will utilize the evaluation criteria listed in the Board's Academic Performance Framework and Guidance document (Appendix E) to evaluate information and documentation submitted by the Charter Holder in the Demonstration of Sufficient Progress reporting process and determine whether the Charter Holder has demonstrated it is making sufficient progress toward meeting the Board's academic performance expectations. Board staff will make a Final Report available to the Charter Holder at the conclusion of the process.

A Charter Holder that receives a final evaluation of "Meets" in all areas through the Demonstration of Sufficient Progress reporting process has demonstrated that the Charter Holder is currently making sufficient progress toward meeting the Board's academic performance expectations. If a Charter Holder receives a final evaluation of "Does Not Meet" or "Falls Far Below" in any area through the Demonstration of Sufficient Progress reporting process, the Charter Holder has failed to demonstrate that it is making sufficient progress toward meeting the Board's academic performance expectations.

A Charter Holder that fails to demonstrate sufficient progress toward the Board's academic performance expectations may be brought before the Board for consideration.